

Central Intelligence Agency  
Washington, D.C. 20505

14 August 1984

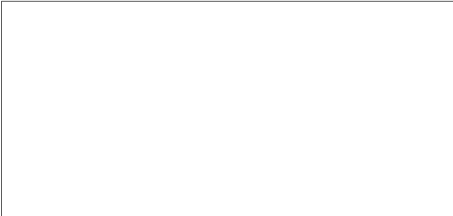
Executive Director

NOTE FOR: D/OP

VIA: DDA

Bob,

I am delighted to see some real analysis from the Office of Personnel. It is to be encouraged. Seems to me it would be useful to show this kind of work to the deputies as well. Two questions: 1) Would the charts reveal more about why people are leaving if we dealt with retirement-related departures on one chart, and those who leave for other reasons on another; and 2) I wonder what our attitude should be towards the fact that we spend a lot of money in the ADP-related fields finding, hiring and teaching people only to lose them to private enterprise -- only because we can't pay them enough. If this is really a problem, and I take it from your narrative comments it is, seems to me we should be concerned.



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MEMORANDUM FOR: Executive Director

VIA: Deputy Director for Administration

FROM: Robert W. Magee  
Director of Personnel

SUBJECT: Agency Separations

1. A recent review of Agency separations shows that the Agency separation rate is much lower than the federal separation rate with the FY 1983 federal separation rate reaching almost 20 percent as compared to the 5 percent Agency rate. Within this relatively low Agency separation rate, some recent trends can be detected over the last 5 1/2 years. Among the separation trends highlighted in the following paragraphs, we can see that more of our employees are leaving from the ADP occupations and for reasons of advancement and better pay.

Reason for Separation:

2. The reasons indicated by the number of Agency employees separating have changed over the past 5 1/2 years. The number of employees who indicated they were leaving for reasons of advancement or a better paying job has increased from 5 percent in FY 1979 to over 15 percent thus far in FY 1984. Retirement, however, remains the leading reason for separation.

Career Service:

3. It is not surprising that the majority of employees who separated came from the M Career Service because it is the largest. However, while the majority of employees (50 percent) that left the M and D Career Service retired, only 36 percent of the employees leaving the I and R Career Service retired while another 15 percent indicated they were leaving for better pay or advancement. Only about 9 percent from the M Career Service and 4 percent from the D Career Service indicated a better pay or advancement separation reason.

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4. The projected Agency and Career Service separation rates for FY 1984 are as follows:

E:	8.1%
I:	6.0%
R:	5.7%
M:	5.6%
D:	4.7%
CIA:	5.5%

The number of separations from mid-year data are expressed as a percentage of the beginning of year career service strength. Within the I Career Service, ADP has an unusually high separation rate of almost 15 percent. In addition, OCR, OSWR, and CPAS are close to 8 percent in separations. While most of the office rates within the D Career Service are below the Agency rate, OED and IAD have a 7 percent separation rate. Again, most offices within the M Career Service are below the Agency separation rate but Finance, Personnel, and OIS have about an 8 percent separation rate.

#### Age:

5. The majority of employees who separate fall into two major age groups, 25 to 35 and 50 to 59 years old. Not surprisingly, retirement is the overwhelming reason employees separate after age 50. Those employees in their 20s and 30s separate for various personal or job-related reasons, the most predominate being advancement or better pay.

#### Occupational Groups:

6. The largest occupational category surfaced in this separation review was the clerk and administrative support group. Excluding retirement, the predominate separation reason indicated by employees within this group was family related. The second largest group, the hi-tech employees, indicated they were leaving for advancement or a better paying job. Employees from both the operations and analyst categories separated predominately for reason of retirement.

7. This report highlights a considerable amount of detailed information concerning separations. Although separation figures are very close to net attrition figures at the Agency level, the attrition figures diverge quite a bit from separation figures at the Career Service level due to reassignments and ceiling conversions. The Office of Personnel will continue to monitor Agency separations in an effort to detect unhealthy staffing trends. A good deal of additional information on both separations and attrition are readily available if you would like any further clarification.

Robert W. Magee

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Attachment:

Definitions and Graphs

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